

GOVERNANCE SELF-ASSESSMENT FOR NATIONAL FEDERATIONS

1. Introduction: About Good Governance in Sport

Paragraph 5 of the Fundamental Principles of Olympism in the [Olympic Charter](#) reads:

*“Recognising that sport occurs within the framework of society, **sports organisations** within the Olympic Movement shall apply political neutrality. They **have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.**”*

Article 2.11 of [FEI Statutes](#) reads:

*“The FEI and the **National Federations encourage and support the promotion and implementation** of ethics and **of the basic principles of good governance** (including but not limited to the IOC Basic Universal Principles of Good Governance of the Olympic and Sports Movement) in equestrian sport and **in their organisations.**”*

There is no doubt that “Governance” forms the basis for the success of a sports organisation in the long term. Good governance in sport is needed to preserve sports ethics and to ensure that sport organisations live up to their responsibilities.

National Federations (NFs) are key for the delivery of equestrian sport in their countries; they are crucial for providing the competition framework, from the grassroots to the international level and for administering the sport.

The power to govern the FEI is fundamentally vested in its member NFs who exercise that power directly through a system of representation. For that reason, it is essential that minimum principles and standards of governance adopted by the FEI are implemented and executed by its member NFs who ultimately and collectively govern horse sport worldwide.

Enhancing NFs governance is a strategic priority for the FEI. The FEI can only fulfil its mission in partnership with its members.

NFs that are well-governed probably have a better chance of achieving their objectives of developing the sport and of mitigating the risks to the sport’s integrity.

Adhering to a set of governance principles carries the following tangible and intangible benefits:

- It reflects the essential value of sport such as fairness and equality.
- It contributes to ensure the optimal development of the sport in your country.
- It ensures more operational autonomy by preventing interference from public authorities.
- It decreases the NFs vulnerability to legal actions.
- It enhances credibility and increases the NFs ability to attract and retain sponsors.
- It is a guarantee of responsible behaviour and a protection against self-interested behaviours.

- It guarantees a fair distribution of financial resources amongst its members.
- It protects NFs against corruption and fraud in the performance of its functions.
- It improves the assistance to IFs in the fulfilment of their objectives.
- It ensures harmony and peace for stakeholders and contributes to the success of the equestrian sport.

The FEI Governance Self-Assessment for NFs is one of the governance tools created by the FEI for its NFs members to:

- 1) Raise awareness about good governance;
- 2) Provide guidelines on core aspects of their NF's governance; and
- 3) Motivate NFs to improve their governance¹.

Other Governance tools are published on the FEI website here: <https://inside.fei.org/fei/about-fei/governance/nfs/tools>

Assistance to improve a governance standard can be offered to NFs upon request.

2. Structure of the Governance Self-Assessment for NFs

The FEI Governance Self-Assessment for NFs is composed of 5 principles and 30 standards (6 for each principle) and builds on the following output:

- Association of Summer Olympic International Federations (ASOIF²) Governance Review 2022;
- ASOIF Governance Obligations of National and Continental Member Federations 2023;
- International Partnership against Corruption in Sport (IPACS³) Governance benchmark 2022; and
- International Olympic Committee Basic Universal Principles of Good Governance within the Olympic Movement 2022⁴.

¹ The FEI acknowledges that NFs might be obliged to comply with governance requirements imposed by their national legislation. The present Governance Self-Assessment Questionnaire shall be used as an additional tool for their organisation.

² See <https://www.asoif.com/governance>

³ For the work done by IPACS in governance see <https://www.ipacs.sport/good-governance-task>. IPACS It is a multi-stakeholder platform with the mission to bring together international sports organisations, governments, inter-governmental organisations, and other relevant stakeholders to strengthen and support efforts to eliminate corruption and promote a culture of good governance in and around sport.

For general information on IPCAS see <https://www.ipacs.sport/>

⁴ <https://stillmed.olympics.com/media/Documents/Beyond-the-Games/Integrity/Bonne-Gouvernance-EN.pdf>

The 5 principles are:

1. Transparency
2. Integrity
3. Democracy
4. Development & Solidarity
5. Control Mechanisms

3. How to answer the Governance Self-Assessment for NFs?

The Governance Self-Assessment for NFs can be answered through an easy online Survey that you can find here: https://www.surveymonkey.com/r/FEI_Governance_Self-Assessment_Survey

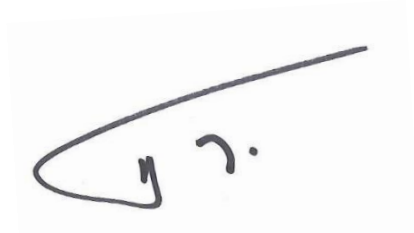
The Survey is composed of 30 YES/NO Questions, 6 questions for each of the 5 Principles.

However, in order to facilitate your task, we enclose as Appendix 1 to this document the 30 YES/NO Questions. We suggest that you have a look at these Questions and prepare the answers which can be easily inserted afterwards in the Online Survey.

Any questions or request for assistance can be addressed to Francisco P. Lima at Francisco.lima@fei.org

The questionnaire should be sent back to the FEI by **1 March 2025**.

Thanks for your cooperation



Francisco P. Lima
FEI Director Governance & Institutional Affairs

APPENDIX 1 – 30 QUESTIONS TO BE ANSWERED

IMPORTANT NOTE: The questions below are provided to facilitate your tasks in answering them. Once you have the answer to these questions you shall introduce the answer in the **ONLINE SURVEY** **HERE:** [https://www.surveymonkey.com/r/FEI Governance Self-Assessment Survey](https://www.surveymonkey.com/r/FEI_Governance_Self-Assessment_Survey)

A. PRINCIPLE OF TRANSPARENCY

- 1.1. The NF is a distinct independent legal entity, registered or incorporated in accordance with domestic law. YES/NO
- 1.2. The NF establishes, publishes and advocates/supports its own NF Vision, Mission, Strategy and Goals. YES/NO
- 1.3. The NF publishes not password protected, its Statutes/ Constitution, Sports Rules, other relevant Rules and NF organisational chart on its website. YES/NO
- 1.4. The NF publishes General Assembly agenda with relevant documents (before) and minutes and decisions (after). YES/NO
- 1.5. The NF publishes Board decisions on a timely manner on its website. YES/NO
- 1.6. The NF publishes financial statements approved by the General Assembly that are externally audited according to recognised national or international standards on its website. YES/NO

B. PRINCIPLE OF INTEGRITY

- 2.1. NF has a Code of Ethics/Integrity/conduct for its bodies/organs' members and staff including rules to prevent harassment and abuse and guidelines for receiving/giving gifts from/to individuals or organisations. YES/NO
- 2.2. NF has conflict of interest regulations for elected members, Committees and Officials. YES/NO
- 2.3. NF has a zero tolerant approach in the fight against manipulations of competitions, corruption and safeguarding. YES/NO
- 2.4. NF recognises and complies with the World Anti-Doping Code and have a zero-tolerance approach in the fight against doping. YES/NO
- 2.5. All members of the governing bodies, management and staff shall have the appropriate competences, skills and integrity. This include that appropriate due diligence and integrity checks should be conducted prior to election or appointment. YES/NO
- 2.6. Vacant staff positions should be advertised, including job descriptions, and a clear selection process should be established, including specific application deadlines and an assessment based on objective criteria. Staff and external experts shall have contracts established in accordance with the needs of the organisation and the applicable laws (e.g. labour law). YES/NO

C. PRINCIPLE OF DEMOCRACY

- 3.1. NF bodies meet regularly, either in-person or via teleconference (minimum once a year for General Assembly and three for the Board). YES/NO
- 3.2. The NF establishes a quorum (a minimum number of attendees required to conduct business and to cast votes) in its Constitution/Statutes (or other Rules) for the General Assembly & Board and major decisions are taken in and informed way supported by relevant written reports/documents. All Members shall have the right

to exercise their voting rights in accordance with the Statutes and shall have the right to express their opinion on the topics on the agenda. YES/NO

- 3.3. Members of the Board are elected using clear procedures described in its Constitution/Statutes, where secret ballot shall be allowed and applied in case of contested elections, including detailed regulations for the nomination of candidates for elections. YES/NO
- 3.4. The NF has established term limits for Board members, including the President. YES/NO
- 3.5. The NF implements an inclusion, gender and diversity equality principle and/or policy. YES/NO
- 3.6. The Board includes at least one Athlete representative. YES/NO

D. PRINCIPLE OF Development & Solidarity

- 4.1. The NF has programmes for the development from grassroots to elite. YES/NO
- 4.2. The NF has education programmes and assistance to Officials, Athletes and Coaches. YES/NO
- 4.3. The NF has monitoring/audit process of the use of distributed development funds and received development funds. YES/NO
- 4.4. The NF respect principles of sustainable development and regard for the environment. YES/NO
- 4.5. The NF has Anti-Discrimination rules or polices in place covering a range of characteristics (sex, origin, politics, etc.). YES/NO
- 4.6. The NF dedicates appropriate resources to the disciplines for disabled athletes. YES/NO

E. PRINCIPLE OF Control Mechanisms

- 5.1. The NF has a policy around major purchases / procurement of goods and services (other than events). YES/NO
- 5.2. The NF has a system for appeal where decisions can be contested / challenged by members through well-defined internal channels specified in its Constitution/ Statutes and bye-laws. YES/NO
- 5.3. The NF adopts a policy for internal financial control (e.g. budgeting, separation of duties, dual approval for payments). YES/NO
- 5.4. The NF has a transparent and public Athletes' selection process. YES/NO
- 5.5. The NF awards main events following an open and transparent process. YES/NO
- 5.6. The NF complies with applicable laws regarding data protection. YES/NO